

GERMANTOWN VISION 2020



Germantown, Tennessee

October 2005

Table of Contents

Section 1	Strategic Planning Model for the City of Germantown	2
Section 2	Germantown Vision 2020	5
Section 3	City of Germantown - Our Mission	10
Section 4	City of Germantown - Our Core Values	14
Section 5	Germantown Goals 2010	18
Section 6	Public Safety Plan 2005 - 2010	25
Section 7	Economic Sustainability Plan 2005 - 2010	31
Section 8	Community Vitality Plan 2005 - 2010	39
Section 9	Quality of Life Plan 2005 - 2010	47
Section 10	City Services and Finance Plan 2005 - 2010	54
Appendix	Vision 2020 Participants	61

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STRATEGIC PLANNING MODEL FOR THE CITY OF GERMANTOWN

Strategic Planning Model for the City of Germantown

VISION 2020

“Desired Destination for our City”

MISSION

“Responsibilities of Our City”

VALUES

“How the City Should Operate”

GOALS

“Milestones for the Future”

PLAN

“Map to Our City’s Destination”

Strategic Planning Model for the City of Germantown

VISION

Desired Destination for Our City

The vision is what Germantown wants to become in 2020, our preferred future as defined by value-based principles.

MISSION

Responsibilities of Our City

The mission is shaped by the purpose of City government, a service business defined by operational elements, challenges, opportunities, improvements and successes.

VALUES

How the City Should Operate

Our core values are the foundation for City government, defining a culture of action and accountability with performance standards guiding our behavior.

GOALS

Milestones for the Future

Goals define achievable outcomes for 5 years that fulfill the vision and by which we measure success.

PLAN

Map to Our City's Destination

The plan is a “road map” for the foreseeable future, defining objectives, strategies and actions that support the achievable goals. The Policy Agenda defines priority actions for the next year; the Management Agenda defines key actions for City administration.

GERMANTOWN VISION 2020

Germantown Vision 2020

GERMANTOWN
is a **SAFE**
FAMILY FRIENDLY
CITY which is a
COMMUNITY OF RESIDENTIAL NEIGHBORHOODS,
has **NATURAL AND DESIGNED BEAUTY,**
and provides **EXCEPTIONAL LEISURE, CULTURAL**
and **RECREATIONAL OPPORTUNITIES.**

Our residents enjoy **EXCELLENT SCHOOLS,**
DIVERSE SHOPPING AND DINING CHOICES,
access to **PREMIER HEALTHCARE**
and **EASE OF MOBILITY**
to the Memphis region and the world.
BUSINESSES HAVE OPPORTUNITIES TO SUCCEED.

The community takes **PRIDE IN GERMANTOWN.**

Germantown Vision 2020

Guiding Principles

SAFE

- **Means**
- 1. Police, Fire and Medical Services provide timely, professional responses to any emergency situation or call for service.
 - 2. Police are visible in the neighborhoods, in public schools and on major corridors.
 - 3. The City and community are trained and prepared for a natural or man-made disaster.
 - 4. Police, Fire and other safety-related employees are approachable and helpful, and work with residents and businesses to resolve safety-related problems.
 - 5. Citizens share responsibility for community safety.

FAMILY FRIENDLY

- **Means**
- 1. All family generations feel welcome in the City of Germantown.
 - 2. Services are readily available for citizens of all ages.
 - 3. Housing types are available for all stages of life.
 - 4. Neighborhoods, schools and facilities are safe for children, seniors and families.
 - 5. Quality family entertainment and leisure activities are available in the City.
 - 6. Neighborhoods have strong associations and encourage neighbors helping neighbors.

**COMMUNITY OF RESIDENTIAL
NEIGHBORHOODS**

- **Means**
- 1. Germantown is one community where our residents have a stronger sense of belonging and connectedness.
 - 2. Homeowners take responsibility for home and property maintenance.
 - 3. Neighborhood associations take responsibility for maintenance and upkeep of common open space.
 - 4. Neighborhood infrastructure is well maintained and upgraded, including streets, curbs, drainage system and sidewalks.
 - 5. City controls rental properties through registration and inspection.
 - 6. City takes a proactive approach to code compliance.

NATURAL AND DESIGNED BEAUTY

- **Means**
- 1. Wolf River Corridor wildlife habitat and greenway are preserved and enhanced with appropriate public uses.
 - 2. Top-quality parks and greenspaces with trees exist throughout the City.
 - 3. Buildings, homes and developments are attractive and conform to the City’s design and development standards, including signage and fences.
 - 4. Developments are designed for sustainability and environmental sensitivity.
 - 5. Public spaces, lighting, medians and corridors are beautifully landscaped and well maintained with underground utilities.
 - 6. Public art is throughout the City including public spaces and commercial areas.

EXCEPTIONAL LEISURE, CULTURAL AND RECREATIONAL OPPORTUNITIES	EXCELLENT SCHOOLS – THE BEST IN TENNESSEE	DIVERSE SHOPPING AND DINING CHOICES	PREMIER HEALTHCARE
<p>► Means</p> <ol style="list-style-type: none">1. City has top-quality parks with a variety of amenities, including equipment, athletic and practice fields, picnic areas and playgrounds.2. C. O. Franklin Park is a multi-use regional park and facility, including an arena, equestrian grounds and amphitheater.3. Germantown Centre has recreational and athletic venues for all ages.4. Germantown Performing Arts Centre (GPAC) is a year-round entertainment venue providing a range of performances, programs and events for residents and region.5. City operates a top-quality library with state-of-the-art services.6. A range of unique recreational, leisure and culture programs are available to residents.	<p>► Means</p> <ol style="list-style-type: none">1. Top-quality schools are available within Germantown both public and private.2. City and schools work together to provide a safe and positive learning experience for students (K-12).3. Schools provide educational enrichment programs and experiences for all students, including advanced courses, special needs and extracurricular activities.4. City government supports top-quality public schools through financial resources, facilities for school use, enrichment and educational programs, and police presence.5. Germantown public schools are provided by a special school district.6. Residents have access to adult educational opportunities for lifelong learning.	<p>► Means</p> <ol style="list-style-type: none">1. Shopping is convenient with a range of retail choices from distinctive specialty shopping to shopping for daily necessities.2. Shopping areas are well designed, attractive, accessible and safe.3. Existing shopping centers and areas are continually updated and revitalized.4. People are coming to Germantown for a total shopping experience, including quality restaurants and entertainment.5. Property owners and businesses take responsibility for property maintenance and appearance.6. Residents have retail shopping available so they do not leave Germantown.	<p>► Means</p> <ol style="list-style-type: none">1. A full range of state-of-the-art hospital facilities, rehab centers and clinics are available.2. People come to Germantown for a range of medical services and specialties.3. Healthcare professionals are attracted, retained and live in our community.4. City provides responsive emergency medical services and transport.5. City facilities and programs support a healthy lifestyle.

EASE OF MOBILITY

► **Means**

- 1. Efficient traffic flow exists with minimal congestion.
- 2. Traffic has minimal impact on neighborhoods.
- 3. Safe streets exist for automobiles, bikes and pedestrians.
- 4. Streets and highways are well maintained – neighborhoods, collectors, arterials and state roads.
- 5. Dedicated bike and pedestrian routes and paths are connecting the City.
- 6. Germantown is known for strong enforcement of traffic laws.

**BUSINESSES HAVE OPPORTUNITIES
TO SUCCEED**

► **Means**

- 1. City government has a pro-business image while protecting Germantown’s standards and character.
- 2. Corporate headquarters and regional offices are located in the City.
- 3. Small and medium size businesses continue to locate here and have an opportunity to grow.
- 4. Germantown has dispersed major business centers with office campuses, “Class A” offices, research and development to include pilot plant operations supported by hotels and meeting spaces.
- 5. Home-based businesses are regulated by the City to avoid impacts on residential neighborhoods.
- 6. City has state-of-the-art technology infrastructure to support businesses.

PRIDE IN GERMANTOWN

► **Means**

- 1. Citizens are active in City government by participating in policy development, in governance and in planning for the future.
- 2. Citizens, community organizations and businesses contribute funds, share resources and volunteer time to building a better Germantown community.
- 3. Citizens are well informed about City vision, goals, plans, programs and activities.
- 4. Strong community events and festivals bring people together as a community.
- 5. Germantown residents respect our community’s history, heritage and culture.

CITY OF GERMANTOWN OUR MISSION

City of Germantown – Our Mission

GERMANTOWN CITY GOVERNMENT is
FINANCIALLY SOUND
and WELL GOVERNED.

The City provides
EXCEPTIONAL SERVICES
RESPONSIVE TO CITIZENS NEEDS
and
TOP-QUALITY FACILITIES, PARKS
AND INFRASTRUCTURE.

Germantown City Government is

FINANCIALLY SOUND

► **Means**

- 1. City government has a diverse revenue base.
- 2. City leaders are stewards of the public’s tax dollars and are responsible, prudent spenders.
- 3. City government has sufficient, sustainable revenues to support defined services and service levels.
- 4. City government invests in the future by maintaining facilities and infrastructure, and expanding the City’s tax base.
- 5. City government maintains a triple-A Bond Rating.
- 6. The City government is financially accountable to the taxpayers through various City commissions with fiduciary responsibilities.

WELL GOVERNED

► **Means**

- 1. Mayor, Aldermen, Boards and Commissions and City staff work together in harmony to provide effective leadership for the City government and the community.
- 2. City government and leaders advocate for and protect the interests of the City of Germantown.
- 3. The City government effectively uses boards, commissions and task forces in the governance process.
- 4. City has positive working relationships with federal and state delegations and agencies.
- 5. City has effective working relations with Shelby County, City of Memphis and other cities.
- 6. Citizens are well informed and involved in City government.

The City Provides

EXCEPTIONAL SERVICES RESPONSIVE TO CITIZENS

- **Means**
 - 1. City government controls municipal services and defines service levels and providers.
 - 2. Professional services are provided with a personal approach – responsive, friendly and delivered in a cost-effective manner.
 - 3. City workforce is professional, competitively compensated and motivated to serve the Germantown community.
 - 4. City government uses state-of-the-art technology in service delivery.
 - 5. Citizens maintain a high level of satisfaction with City services.

TOP-QUALITY FACILITIES, PARKS AND INFRASTRUCTURE

- **Means**
 - 1. City facilities are designed for operating effectiveness and long-term sustainability.
 - 2. Public facilities are attractive and inviting for public use.
 - 3. The water treatment plant and distribution system are well designed and well maintained.
 - 4. The wastewater collection system is well designed and well maintained.
 - 5. Streets are well designed and well maintained, including curbs, gutters and sidewalks.
 - 6. Parks and greenway system are well designed and well maintained.
 - 7. Effective storm water management and system handles water runoff and protects property.

CITY OF GERMANTOWN OUR CORE VALUES

City of Germantown – Our Core Values

We, the Germantown Managers and Employees,

Strive for S ERVICE Excellence

P RODUCE “A+” Results

Take the I NITIATIVE

Are R ESPONSIBLE

Are I NNOVATIVE

Practice T EAMWORK

The S.P.I.R.I.T. of Germantown

S – P – I – R – I – T of Germantown

SERVICE EXCELLENCE

- **Means**
- 1. Identifying and satisfying the citizens’ needs and evaluating their level of satisfaction.
 - 2. Listening to and caring about the citizens: their needs and feelings.
 - 3. Respecting others, being courteous and friendly.
 - 4. Providing timely response to requests, calls and correspondence.
 - 5. Providing accurate, timely information and reports.
 - 6. Having flexibility, creativity and initiative to adjust to the situation and the citizens.

PRODUCING “A+” RESULTS

- **Means**
- 1. Using City resources effectively to achieve the best results.
 - 2. Looking for better policies and best practices that produce desired outcomes.
 - 3. Evaluating the results and outcomes; improving for next time.
 - 4. Developing quality employees: new knowledge and skills and basic competencies.
 - 5. Exceeding citizens’ expectations.
 - 6. Helping citizens to understand the value for their tax dollars.

INITIATIVE

- **Means**
- 1. Proactively doing your job.
 - 2. Anticipating and preventing potential problems.
 - 3. Looking for opportunities on the horizon.
 - 4. Creating and implementing new solutions.
 - 5. Tackling problems “head on.”
 - 6. Going the “extra mile” without being told to do so.

RESPONSIBLE

- **Means**
- 1. Taking responsibility for the actions, being accountable for the results.
 - 2. Being honest and straightforward.
 - 3. Looking for ways to say “yes” or explaining when you have to say “no.”
 - 4. Having a positive attitude.
 - 5. Making sound decisions within your defined responsibility.
 - 6. Acting with integrity and fairness.

INNOVATIVE

- **Means**
- 1. Doing things better and finding ways to maximize value.
 - 2. Maintaining and improving job skills through professional development.
 - 3. Accepting change.
 - 4. Using new ideas or approaches.
 - 5. Evaluating the outcomes.
 - 6. Creating an environment for risk taking and innovation.

TEAMWORK

- **Means**
- 1. Working as a team to complete a task or share resources.
 - 2. Being an active team player.
 - 3. Knowing and taking care of your role and responsibilities.
 - 4. Working with others in a cooperative manner.
 - 5. Actively Supporting the City, Board of Mayor and Alderman and administration policies and decisions.
 - 6. Communicating in a timely, open manner.

GERMANTOWN GOALS 2010

Germantown Goals 2010

PUBLIC SAFETY PLAN 2005 – 2010		ECONOMIC SUSTAINABILITY PLAN 2005 – 2010		COMMUNITY VITALITY PLAN 2005 – 2010		QUALITY OF LIFE PLAN 2005 – 2010		CITY SERVICES AND FINANCES PLAN 2005 – 2010	
1.	Safest City in Southeast	6.	Business Development	11.	Germantown – The Preferred Place to Live	16.	Vibrant Community	22.	Financial Sustainability
2.	Proactive Approach to Community Safety	7.	Redevelopment of the Heart of Germantown	12.	Enhanced Residential Neighborhoods	17.	Lifelong Learning	23.	Service Excellence
3.	Effective Emergency Response	8.	Vibrant Quality Retail Economy	13.	Development and Redevelopment Consistent with Germantown Character	18.	Parks, Green Spaces, and Natural Areas throughout Germantown	24.	Services Valued by Our Customers
4.	Safe Buildings and Homes	9.	Premier Regional Medical Facilities	14.	Connectivity and Ease of Movement	19.	Recreational and Entertainment Opportunities for an Active Lifestyle	25.	Services Delivered in the Most Cost Effective Manner
5.	Top-quality Police and Fire Work Force	10.	Opportunities for Home Based Businesses and Offices	15.	Beautiful Community	20.	Cultural and Arts Enrichment	26.	Civic Involvement
						21.	Personal Wellness of Our Residents		

Public Safety Plan

Goals 2005 - 2010

GOAL 1	GOAL 2	GOAL 3	GOAL 4	GOAL 5
SAFEST CITY IN SOUTHEAST	PROACTIVE APPROACH TO COMMUNITY SAFETY	EFFECTIVE EMERGENCY RESPONSE	SAFE BUILDINGS AND HOMES	TOP-QUALITY POLICE AND FIRE WORKFORCE
► Objectives <ol style="list-style-type: none">1. People are safe and feel secure2. Low crime rate: Part 1 (Persons) and Part 2 (Property)3. No fire fatalities, low property loss and no injuries due to fires4. Residents and businesses taking responsibility for making a safe community5. Safe streets and traffic movement through an effective master road plan, traffic management and control, and traffic enforcement6. Effective community policing integrated into the daily operation of the Police Department	► Objectives <ol style="list-style-type: none">1. Residents and businesses educated about community safety issues and responsibilities2. Effective communications through regional communication system (interoperability)3. Awareness of national trends and “Best Practices” and how they apply to our community and fire and police departments4. Effective plan for natural disaster and major emergency: preparation, response and recovery5. Citizens and the community taking responsibility to prevent safety problems from occurring6. Residents volunteering and participating in police and fire reserve programs	► Objectives <ol style="list-style-type: none">1. Meeting response time standards: Fire – 5 minutes; EMS – 5 minutes; Police Priority – 3 minutes2. Emergency response for all types of hazards3. Response by highly trained, professional public safety personnel prepared to handle the emergency4. Right equipment and resources available to handle the emergency response5. Emergency medical transport ambulance service with state-of-the-art patient care operated by the City6. Effective communications and dispatch facilitating the emergency response	► Objectives <ol style="list-style-type: none">1. Building and development codes promoting fire safety2. Effective use of fire protective systems and emergency technology3. Educated community on home and personal safety4. Protective sprinklers for all new construction required by ordinance.5. Developments designed with multiple entries for fire and police emergency response	► Objectives <ol style="list-style-type: none">1. Hiring and retaining the “best public safety employees”2. Highly skilled professional workforce dedicated to serving the Germantown community3. Training and educational opportunities available to develop knowledge, skills, and abilities at all levels4. Specialized training available for special Police and Fire units: SWAT (Special Weapons and Tactics), SORT (Special Operations and Rescue Team, Hazmat (Hazardous Materials Response Team), and USAR (Urban Search and Rescue)5. Competitive compensation and benefits for Public Safety Managers and personnel

Economic Sustainability Plan

Goals 2005 - 2010

GOAL 6	GOAL 7	GOAL 8	GOAL 9	GOAL 10
BUSINESS DEVELOPMENT	REDEVELOPMENT OF THE HEART OF GERMANTOWN	VIBRANT QUALITY RETAIL ECONOMY	PREMIER REGIONAL MEDICAL FACILITIES	OPPORTUNITIES FOR HOME-BASED BUSINESSES AND OFFICES
<div>► Objectives</div> <div><div>1. Germantown having a business identity and brand</div><div>2. Presence of corporate and regional headquarters</div><div>3. Technology based or related businesses, including laboratory research and pilot plant</div><div>4. Dispersed businesses centers and successful business parks at Germantown Business Park, Forest Hill Heights and other locations</div><div>5. Business centers and office parks have unique designs and landscaping</div></div>	<div>► Objectives</div> <div><div>1. Mixed use (residential and non-residential) development in the heart of the City area</div><div>2. Strong retail businesses and office development for professional services</div><div>3. People living in the heart of the City area lofts, above business condos, townhouses</div><div>4. Pedestrian friendly layout linked to Citywide path/trail system</div><div>5. Mid-rise buildings with mixed uses that are attractive and inviting for people</div><div>6. Creating a sense of place for the community</div></div>	<div>► Objectives</div> <div><div>1. Shopping centers that are attractive, safe and are inviting to customers</div><div>2. Competitive and distinctive retail businesses with convenient store hours tailored to Residents and attracting shoppers from other cities</div><div>3. No empty storefronts (100% occupancy rate)</div><div>4. Retail businesses generating revenues for the City helping to balance our tax base</div><div>5. Minimal sales tax leakage to other cities and states with residents shopping in Germantown</div><div>6. Retail businesses contributing to the Germantown community through resources and partnerships</div></div>	<div>► Objectives</div> <div><div>1. Full-service medical and healthcare providers serving the mid south region</div><div>2. Shared vision for the Medical Corridor among the City and providers</div><div>3. “Buy in” and support for the shared vision from the medical community, key business leaders, and civic leaders</div><div>4. Medical and healthcare professionals choosing to live in Germantown</div><div>5. Public understanding the Regional Medical vision and its impact on the quality of medical and healthcare service available in Germantown</div></div>	<div>► Objectives</div> <div><div>1. An environment that supports successful home-based businesses</div><div>2. Home-based businesses not impacting the neighborhood’s integrity</div><div>3. Support businesses that serve home-based businesses</div><div>4. Technology infrastructure for home-based businesses</div><div>5. City supporting telecommuting residents</div></div>

Community Vitality

Goals 2005 - 2010

GOAL 11	GOAL 12	GOAL 13	GOAL 14	GOAL 15
GERMANTOWN – THE PREFERRED PLACE TO LIVE	ENHANCED RESIDENTIAL NEIGHBORHOODS	DEVELOPMENT AND REDEVELOPMENT CONSISTENT WITH GERMANTOWN CHARACTER	CONNECTIVITY AND EASE OF MOVEMENT	BEAUTIFUL COMMUNITY
<div>► Objectives</div> <div><div>1. Attractive City with green space and natural areas that are well designed and well maintained, both public areas and private developments</div><div>2. People feeling safe and secure throughout our City</div><div>3. Quality homes and neighborhoods</div><div>4. Quality schools available in the community and within our neighborhoods</div><div>5. Citizens participating and taking ownership in Germantown resulting in true community pride</div><div>6. Protection of property values through controlled development</div></div>	<div>► Objectives</div> <div><div>1. Consistent residential character in each neighborhood</div><div>2. High percentage (90% or higher) of home ownership in every neighborhood</div><div>3. Well-maintained and modernized homes and landscaping</div><div>4. Well-maintained neighborhood streets, fences and sidewalks</div><div>5. Well-maintained sewer/water system and storm drain system providing protection from flooding</div><div>6. Neighborhood associations bring neighbors together taking responsibility for their neighborhoods and supporting neighbors helping neighbors</div></div>	<div>► Objectives</div> <div><div>1. Well built, well designed new developments</div><div>2. Development and redevelopment meeting City design standards</div><div>3. Redevelopment and reuse of older commercial and residential areas</div><div>4. Low-medium density development</div><div>5. Higher density, taller buildings in specific overlay mixed use areas</div><div>6. Range of amenities for residents to use and enjoy</div></div>	<div>► Objectives</div> <div><div>1. Effective road system for automobiles</div><div>2. Traffic design management and control facilitating movement within and through Germantown</div><div>3. Well maintained major roads and collector streets</div><div>4. Readable, attractive regulatory signs and street name signs</div><div>5. Safe streets through effective enforcement of traffic and speed laws (zero tolerance)</div><div>6. Adherence to the Major Road Plan in development plans and policy decisions</div></div>	<div>► Objectives</div> <div><div>1. Well-designed, well-maintained public streetscapes, medians, public spaces and parks throughout our City</div><div>2. Tree canopy on major streets and in neighborhoods</div><div>3. Distinctive entry gateways on major corridors that are signature for Germantown</div><div>4. Development and building designed consistently within Germantown design standards and environmental sensitivity</div><div>5. Neighborhoods attractive, well maintained and aesthetically pleasing</div><div>6. Visual public art throughout the City facilities, public spaces and commercial developments</div></div>

Quality of Life

Goals 2005 - 2010

GOAL 16	GOAL 17	GOAL 18	GOAL 19	GOAL 20	GOAL 21
VIBRANT COMMUNITY	LIFELONG LEARNING	PARKS, GREENSPACES, AND NATURAL AREAS THROUGHOUT GERMANTOWN	RECREATION AND ENTERTAINMENT OPPORTUNITIES FOR AN ACTIVE LIFESTYLE	CULTURAL AND ARTS ENRICHMENT	PERSONAL WELLNESS OF OUR RESIDENTS
<p>► Objectives</p> <ol style="list-style-type: none">1. A strong sense of community where residents feel connected and are engaged2. Welcoming and integrating new residents into the Germantown community3. Strong community foundation supporting arts and culture, library, environmental education, and other community programs and services4. Exceptional community events and festivals bringing our residents together5. Schools serving as community hubs available for use by residents and organizations, and providing opportunities to bring different generations together for learning, recreation and enjoyment6. Residents, businesses and organizations taking responsibility for making Germantown a better community through volunteering and contributing resources7. Having a sense of place and offering a unique living style	<p>► Objectives</p> <ol style="list-style-type: none">1. Top-quality library recognized for excellence in our programs and services to the community2. Top-quality public education (best in Tennessee) that prepares graduates to be responsible adults and for higher education or twenty-first century jobs3. Education resources for youth offered by our City to public, private schools, and home schooled children4. Lifelong learning and home-schooling opportunities offered by Police, Fire, Parks and Recreation, Germantown Performing Arts Centre and Library5. Opportunities for parents to be involved in the educational experiences of their children6. Intergenerational learning opportunities promoted and available at the Germantown Performing Arts Centre, Library and Parks and Recreation7. College degree programs and continuing education available in our community8. The creation of a special school district for Shelby County and Germantown that has the governance and decision making closer to the community9. City support quality public education providing financial resources; allowing use of parks, ball fields, and facilitates; having an active police presence in schools; and developing specialized programs	<p>► Objectives</p> <ol style="list-style-type: none">1. Community and neighborhood parks within one-half mile of all Germantown residents2. C. O. Franklin Park as a regional destination park offering botanical garden, amphitheater, event space, equestrian center and show grounds3. Greenway system preserved and available for public access and use4. Outdoor athletic complexes offering quality fields for competitive sports and recreational opportunities5. Well designed, well maintained parks and green spaces throughout our City6. Environmental education opportunities at the Wolf River Natural Area7. Parks offering choices: passive and active, variety of playground equipment, range of venues for public use and enjoyment8. Improved Municipal Square Park for community events and celebrations	<p>► Objectives</p> <ol style="list-style-type: none">1. City programs and services responsive to changing leisure time and recreational activity trends and residents’ needs2. Top-quality recreation and athletic venues, programs, and services offered by Parks and Recreation and by private institutions and schools3. Team sports available to all residents with quality athletic fields and practice facilities for recreational leagues, competitive leagues and tournaments4. Quality restaurants and outlets for all residents for social interaction and connecting with people5. Variety of choices for recreation and entertainment offered by the City and private sector6. Evening entertainment venues offering music and live performances7. Recreational and athletic venues for all ages offered by the Germantown Centre	<p>► Objectives</p> <ol style="list-style-type: none">1. Germantown Performing Arts Centre – an entertainment venue providing year-round programs, performances, and events for Germantown residents and the region2. Range of comprehensive cultural arts performances, programs, and services offered by the Germantown Performing Arts Centre, Library and Parks and Recreation3. Residents having improved access to arts and cultural performances, programs, and venues in the region4. Individuals, businesses and organizations donating to support arts and culture5. The City through the Library, Germantown Performing Arts Centre and Parks and Recreation, partnering and supporting arts and cultural organizations6. Visual public art throughout the City, City facilities and public spaces	<p>► Objectives</p> <ol style="list-style-type: none">1. Full range of quality medical and healthcare service providers available in our City2. Comprehensive, state-of-the-art fitness and wellness facilities, programs and services offered at Germantown Centre3. Personal enrichment opportunities at the Library, Germantown Performing Arts Centre and Parks and Recreation4. Pathways and trail systems for physical fitness through biking, running, jogging and walking5. A healthy lifestyle promoted through City sponsored events and activities6. Health and physical education promoted by Parks and Recreation for all ages